State of Washington
Department of General Administration

Human Resource Management Report

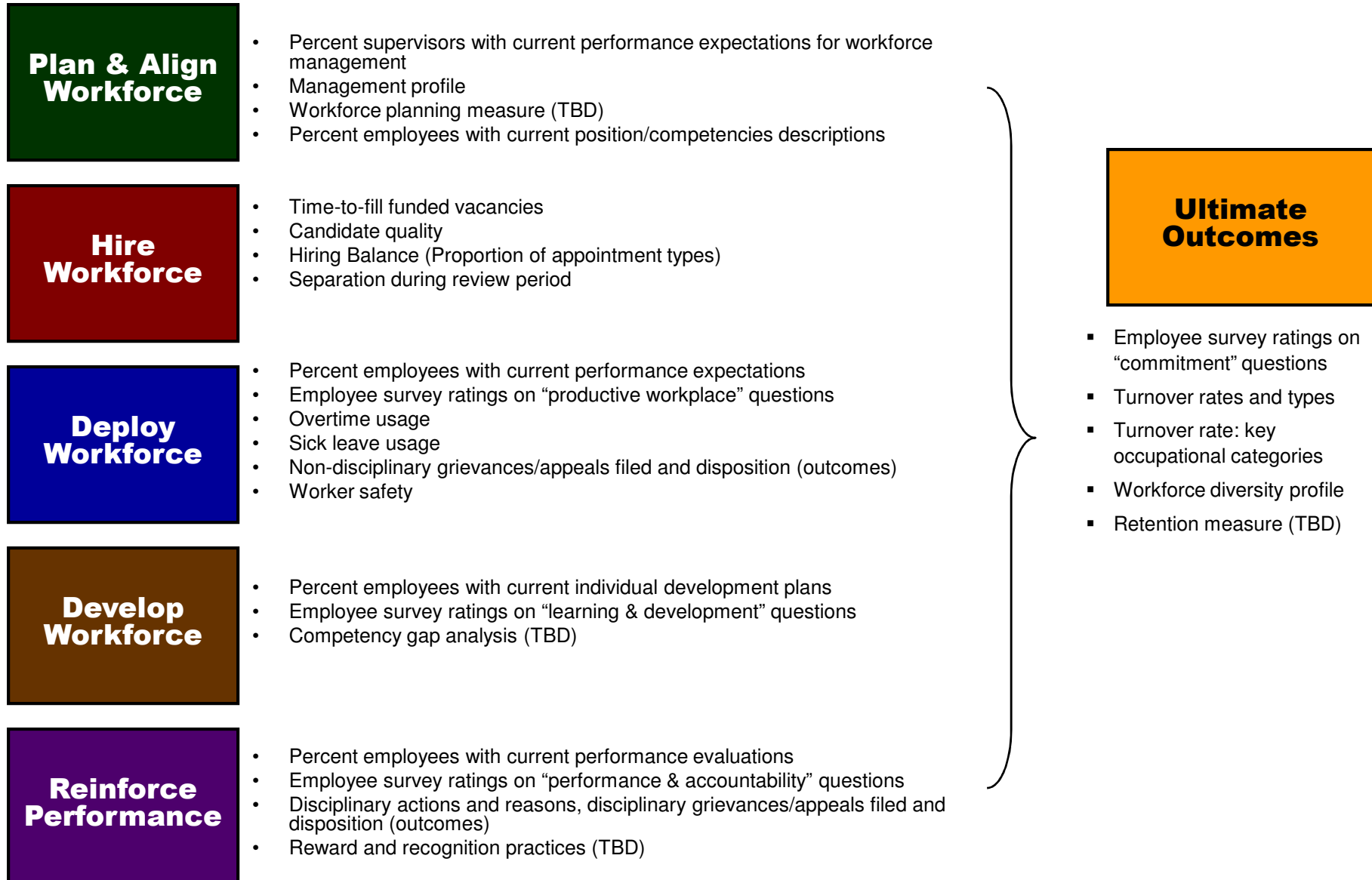|	
	Plan & Align Workforce
Hire Workforce	Deploy Workforce	Reinforce Performance
	Develop Workforce

October 2008

Managers' Logic Model for Workforce Management

	Outputs	Initial Outcomes	Intermediate Outcomes	Ultimate Outcomes
Plan & Align Workforce	Articulation of managers HRM accountabilities. HR policies. Workforce planning. Job classes & salaries assigned.	Managers understand HRM accountabilities. Jobs, staffing levels, & competencies aligned with agency priorities.	Foundation is in place to build and sustain a productive, high performing workforce.	**Employees are committed to the work they do & the goals of the organization**

Productive, successful employees are retained

State has workforce depth & breadth needed for present and future success |
Hire Workforce	Qualified candidate pools, interviews & reference checks. Job offers. Appts & per-formance monitoring.	Best candidate hired & reviewed during appointment period. Successful performers retained.	The right people are in the right job at the right time.	
Deploy Workforce	Work assignments& requirements defined. Positive workplace environment created. Coaching, feedback, corrections.	Workplace is safe, gives capacity to perform, & fosters productive relations. Staff know job rqmts, how they're doing, & are supported.	Time & talent is used effectively. Employees are motivated & productive.	
Develop Workforce	Individual development plans. Time/ resources for training. Continuous learning environment created.	Learning environment created. Employees are engaged in develop-ment opportunities & seek to learn.	Employees have competencies for present job & career advancement	**Agencies are better enabled to successfully carry out their mission. The citizens receive efficient government services.**
Reinforce Performance	Clear performance expectations linked to orgn'al goals & measures. Regular performance appraisals. Recognition. Discipline.	Employees know how performance contributes to success of orgn. Strong performance rewarded; poor performance eliminated	Successful perf is differentiated & strengthened. Employees are held accountable.	

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Standard Performance Measures

Plan & Align Workforce

- Percent supervisors with current performance expectations for workforce management
- Management profile
- Workforce planning measure (TBD)
- Percent employees with current position/competencies descriptions

Hire Workforce

- Time-to-fill funded vacancies
- Candidate quality
- Hiring Balance (Proportion of appointment types)
- Separation during review period

Deploy Workforce

- Percent employees with current performance expectations
- Employee survey ratings on "productive workplace" questions
- Overtime usage
- Sick leave usage
- Non-disciplinary grievances/appeals filed and disposition (outcomes)
- Worker safety

Develop Workforce

- Percent employees with current individual development plans
- Employee survey ratings on "learning & development" questions
- Competency gap analysis (TBD)

Reinforce Performance

- Percent employees with current performance evaluations
- Employee survey ratings on "performance & accountability" questions
- Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)
- Reward and recognition practices (TBD)

Ultimate Outcomes

- Employee survey ratings on "commitment" questions
- Turnover rates and types
- Turnover rate: key occupational categories
- Workforce diversity profile
- Retention measure (TBD)

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

Workforce Management Expectations

> **Percent supervisors with current performance expectations _for workforce management_ = 100%***

*Based on 112 of 112 reported number of supervisors

Analysis:

- Director Bremer's performance and leadership competencies setting expectations for performance management were initially introduced to GA managers and supervisors in August 2006.

Action Steps:

- Director Bremer's performance and leadership competencies will be reinforced by communication distributed to all managers and supervisors again in the fall of 2008. All WMS, EMS and supervisor position descriptions include these competencies.

- Human Resources will measure effectiveness of agency efforts as reflected in the timely completion of performance evaluations, outcomes of disciplinary actions, and grievance activity. This information is being reported at quarterly agency GMAP sessions.

Data as of 6/30/08
Source: Agency tracked data

Plan & Align Workforce

Management Profile

WMS Employees Headcount = 63

Percent of agency workforce that is WMS = 9.3%

Managers* Headcount = 112

Percent of agency workforce that is Managers* = 16.8%

* In positions coded as "Manager" (includes EMS, WMS, and GS)
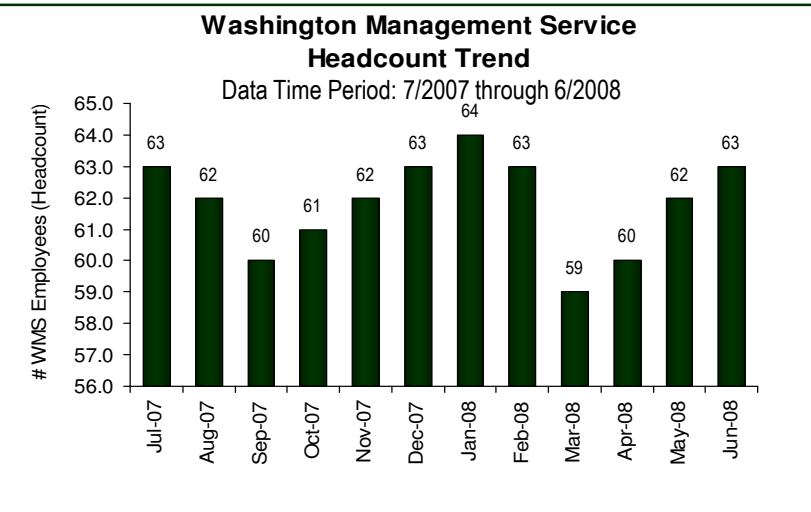
Analysis:

- Ongoing review of vacancies by the WMS review team has resulted in GA continuing to meet its agency WMS target of 9.3.

Action Steps:

- Prior to recruitment, a recruitment plan is required to be developed by the program manager, and each WMS position vacancy will be reviewed by the Director and HR Director for approval to recruit.

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

Washington Management Service Headcount Trend
Data Time Period: 7/2007 through 6/2008

Bar chart — # WMS Employees (Headcount): Jul-07: 63, Aug-07: 62, Sep-07: 60, Oct-07: 61, Nov-07: 62, Dec-07: 63, Jan-08: 64, Feb-08: 63, Mar-08: 59, Apr-08: 60, May-08: 62, Jun-08: 63

WMS Management Type

Management	46
Consultant	13
Policy	2
Not Assigned	2

Pie chart — Management 73%, Consultant 21%, Policy 3%, Not assigned 3%
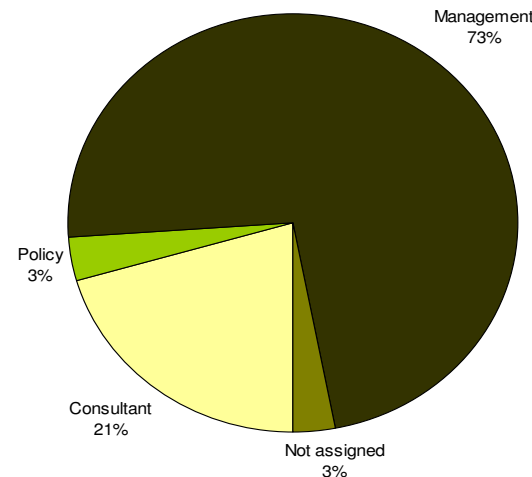
Data as of 6/30/2008
Source: HRMS BI

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

Current Position/Competency Descriptions

> **Percent employees with current position/competency descriptions = 96%***

*Based on 580 of 604 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- The percentage of current position/competency descriptions rose from 92% to 96% during the reporting period.

- The remaining positions are vacant or under review.

- A review of the position description is required when a position is reallocated or a vacant position is filled.

Action Steps:
- Supervisors review all PDF's at least annually during the employee evaluation to ensure the PDF is current, aligned with GA's strategic plan and understandable to the employee.

- Human Resources will provide assistance to supervisors on completion of the Position Description form as needed.

- No further actions are planned at this time.

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Time-to-fill / Candidate Quality

Time-to-fill Funded Vacancies

Average number of days to fill*:   54

Number of vacancies filled: 53

*Equals # of days from creation of the requisition to job offer acceptance

Candidate Quality

Of the candidates interviewed for vacancies, how many had the competencies (knowledge, skills & abilities) needed to perform the job?

Number = 166   Percentage = 46%

Of the candidates interviewed, were hiring managers able to hire the best candidate for the job?

Hiring managers indicating "yes":

Number = 42   Percentage = 100%

Hiring managers indicating "no":

Number = 0   Percentage = 0%

Data Time Period: 7/1/07 through 6/30/08
Source: Agency tracked data

Analysis:

- Time to fill and Candidate Quality information is compiled through internal tracking methods.

- GA utilizes e-recruiting for posting only; the recruitment process is conducted internally.

- Our greatest recruitment challenge is in reaching applicants for classifications such as Architects, Engineers, Electricians, Plumbers and other trades positions.

- The candidate quality rating dropped from 67% in April 08 to 46% for this FY. While hiring supervisors say that only 46% of candidates possessed the competencies required for success, they also stated that they were able to hire the best candidate for the job.

Action Steps:

- Human Resources will transition to e-recruiting for many job classes by December 08. Fully utilizing e-recruiting should increase the size of qualified candidate pools.

- As stated in GA's 07-13 Strategic Plan, our comprehensive recruitment plan is in development, and currently about 90% complete. This has involved evaluating HR processes to streamline steps, and developing a variety of recruitment strategies.

- HR will train supervisors/managers on comprehensive recruitment process beginning Winter 08.

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Hiring Balance / Separations During Review Period

Types of Appointments

Promotions 80%

New Hires 2%

Other 8%

Exempt 4%

Transfers 6%
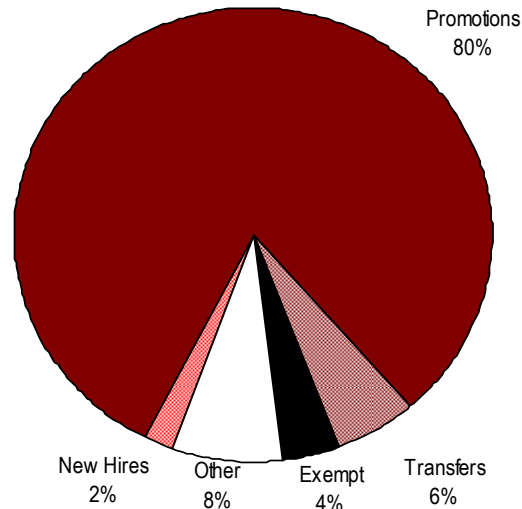
Total number of appointments = 53*
Includes appointments to permanent vacant positions only; excludes reassignments
"Other" = Demotions, re-employment, reversion & RIF appointments

Separation During Review Period

Probationary separations - Voluntary	0
Probationary separations - Involuntary	6
Total Probationary Separations	*6*
Trial Service separations - Voluntary	0
Trial Service separations - Involuntary	0
Total Trial Service Separations	*0*
Total Separations During Review Period	**0**

Data Time Period: 7/1/2007 through 6/30/2008
Source: HRMS BI

Analysis:

• The number of appointments is up to 53 from 43 during last year.

• 80% of GA's permanent hires during this reporting period are promotional candidates compared with the statewide average of 37%. This reflects GA's commitment to developing staff and providing promotional opportunities for both internal and external applicants.

• Number of involuntary separations indicates that the review period is being appropriately utilized.

Action Steps:

• Although we do show a higher than average number of promotions, this does not necessarily indicate a problem with the recruitment or appointment process. However, we will continue to monitor this data in order to be able to draw conclusions and identify possible action steps.

• Employees are encouraged to gain additional skills and competencies necessary to build capacity in current positions and to promote either within GA or other state agencies.

• No further actions are planned at this time.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

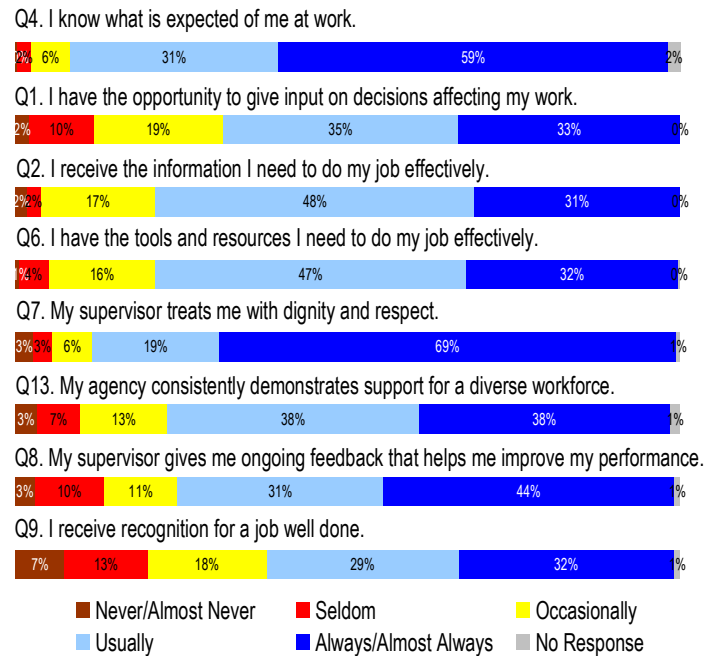Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Current Performance Expectations

> **Percent employees with current performance expectations = 80%***

*Based on 483 of 604 reported employee count
Applies only to employees in permanent positions, both WMS & WGS

Analysis:
- Current score of 80% is down from last year's score of 87%. GA has utilized position vacancies as one step in managing budget challenges. This has resulted in increased workload, possibly affecting timely completion of PDP expectations.

- Since our current score for completion of evaluations is 88%, it appears that our current process of evaluations and expectations being submitted separately is not effective.

Action Steps:
- New evaluation/expectation tracking and notification system developed by IS and HR will make information on completion and due dates readily available to supervisors. This system, to be piloted early Fall 08, will automatically remind supervisors of upcoming due dates.

- Beginning January 2009, Performance Expectations are required to be submitted along with annual evaluations.

- Programs report completion of expectations and evaluations at quarterly GMAP sessions.

Data as of 6/30/08
Source: Agency tracked data

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

**Employee survey ratings on "productive workplace" questions**

Overtime usage

Sick leave usage

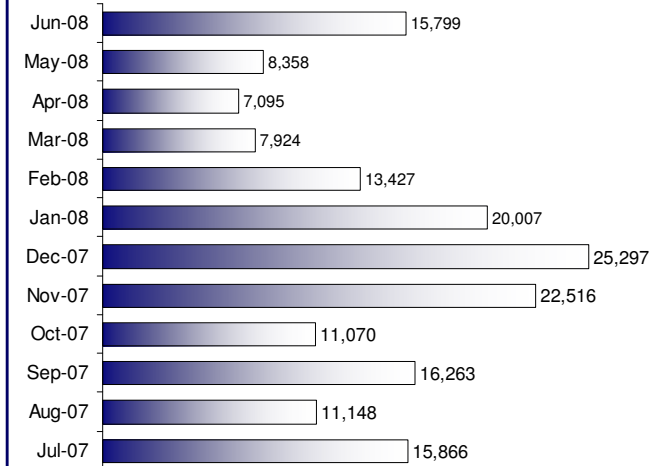Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Employee Survey "Productive Workplace" Ratings

Q4. I know what is expected of me at work.

| 2% | 6% | 31% | 59% | 2% |

Q1. I have the opportunity to give input on decisions affecting my work.

| 2% | 10% | 19% | 35% | 33% | 1% |

Q2. I receive the information I need to do my job effectively.

| 2% 2% | 17% | 48% | 31% | 1% |

Q6. I have the tools and resources I need to do my job effectively.

| 1% 4% | 16% | 47% | 32% | 1% |

Q7. My supervisor treats me with dignity and respect.

| 3% 3% | 6% | 19% | 69% | 1% |

Q13. My agency consistently demonstrates support for a diverse workforce.

| 3% | 7% | 13% | 38% | 38% | 1% |

Q8. My supervisor gives me ongoing feedback that helps me improve my performance.

| 3% | 10% | 11% | 31% | 44% | 1% |

Q9. I receive recognition for a job well done.

| 7% | 13% | 18% | 29% | 32% | 1% |

Legend:
- Never/Almost Never
- Seldom
- Occasionally
- Usually
- Always/Almost Always
- No Response

Overall average score for "Productive Workplace" ratings: 4.1

Avg

4.5

3.9

4.0

4.1

4.5

4.0

4.0

3.7

Analysis:

- GA employee survey ratings at 4.1 are higher in this category than the statewide average of 3.83. This indicates that most employees have the necessary information to effectively complete their job assignments; understand what is expected of them at work; have the tools & resources to do their jobs; and are treated with dignity and respect.

- High rating (4.5 out of 5.0) for "My supervisor treats me with dignity and respect", and "I know what is expected of me at work" indicates supervisors are communicating regularly with employees.

Action Steps:

- Managers send kudos and recognize accomplishments at each Tuesday management team meeting.

- Director's personal acknowledgements are clearly tied to a specific agency goal.

- Supervisors/managers are encouraged to offer "just-in-time" recognition for special work efforts by employees. Each division holds its own recognition events.

- Supervisory training offered quarterly will reinforce importance of creating linkage of individual job to agency goals.

- Beginning September 08, each Assistant Director will obtain feedback from employees and supervisors on what constitutes meaningful recognition.

Data as of 6/30/08
Source: DOP Employee Survey

Overtime Usage

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations
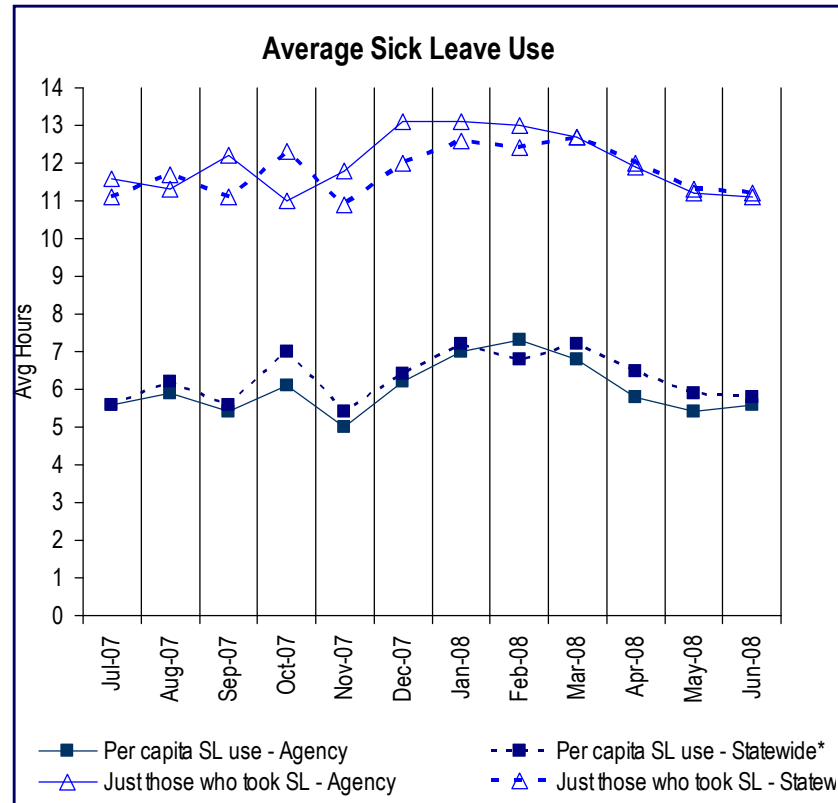
Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Average Overtime (per capita) *

Legend: Avg OT Hrs - Agency; Avg OT Hrs - Statewide
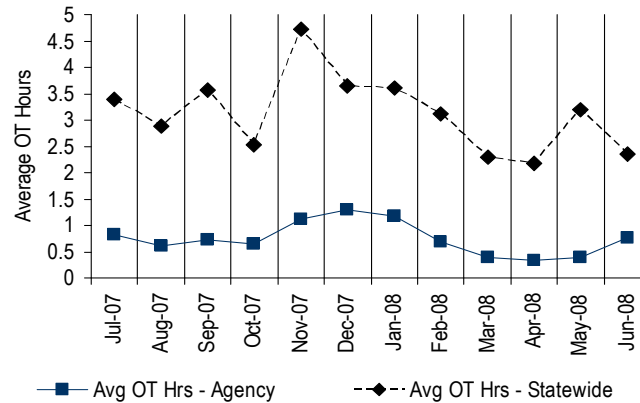
Overall agency avg overtime usage – per capita, per month: .75**

*Statewide overtime values do not include DNR

**Overall agency avg overtime usage – per capita, per month = sum of monthly OT averages / # months

Overtime Cost - Agency

Month	Cost
Jun-08	15,799
May-08	8,358
Apr-08	7,095
Mar-08	7,924
Feb-08	13,427
Jan-08	20,007
Dec-07	25,297
Nov-07	22,516
Oct-07	11,070
Sep-07	16,263
Aug-07	11,148
Jul-07	15,866

% Employees Receiving Overtime *

Legend: Pct EE's w/OT - Agency; Pct EE's w/OT - Statewide
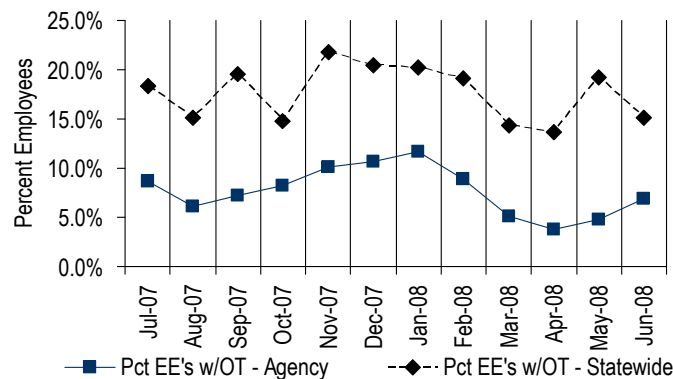
Overall agency avg employees receiving overtime per month: 8%**

*Statewide overtime values do not include DNR

**Overall agency avg employees receiving overtime per month = sum of monthly OT percentages / # months

Analysis:

- GA's overtime occurs mainly in programs that respond to increased customer demand for services, such as Campus Mail and Central Stores; and those that support Capitol Campus facilities and events, such as Building & Grounds for seasonal demands.

- Analysis of overtime use rates indicates the use of overtime allows the agency to effectively manage peak workloads and achieve business objectives with current staff rather than hire more full-time FTE's.

Action Steps:

- Overtime information is reviewed each month by the Director, Deputy Director, Assistant Directors, HR Director, and program managers. No targeted actions are planned at this time.

Data Time Period: 7/1/07 through 6/30/08
Source: HRMS BI

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Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Sick Leave Usage

Average Sick Leave Use

Legend:
- ■ Per capita SL use - Agency
- ■ Per capita SL use - Statewide*
- △ Just those who took SL - Agency
- △ Just those who took SL - Statew

Analysis:
- GA's sick leave usage is slightly below the statewide average. Average sick leave used at 6 hours is slightly down from last year's 6.3 hours.

Action Steps:
- Payroll will continue to provide Sick Leave usage reports each month to agency leadership, enabling supervisors to have discussions with employees.

- Program managers will monitor data for unusual or excessive patterns within their programs.

- GA Safety and Wellness Committee meets monthly. GA's Safety Manager is drafting an agency Wellness Plan, to be completed by March 09.

- Wellness page on GA Intranet developed by GA Safety Manager to be introduced December 08.

Sick Leave Hrs Used / Earned (per capita)

Avg Hrs SL Used (per capita) - Agency	% of SL Hrs Earned (per capita) - Agency	Avg Hrs SL Used (per capita) – Statewide*	% of SL Hrs Earned (per capita) – Statewide*
6 Hrs	76.9%	6.3 Hrs	81.3%

Sick Leave Hrs Used / Earned (those who took SL)

Avg Hrs SL Used (those who took SL) - Agency	% SL Hrs Earned (those who took SL) - Agency	Avg Hrs SL Used (those who took SL) – Statewide*	% SL Hrs Earned (those who took SL) – Statewide*
12 Hrs	**150.1**%	11.8 Hrs	147.3%

* Statewide data does not include DOL, DOR, L&I, and LCB

Data Time Period: through 6/30/08
Source: DOP BI

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Non-Disciplinary Grievances (represented employees)

Number of Non-Disciplinary Grievances Filed
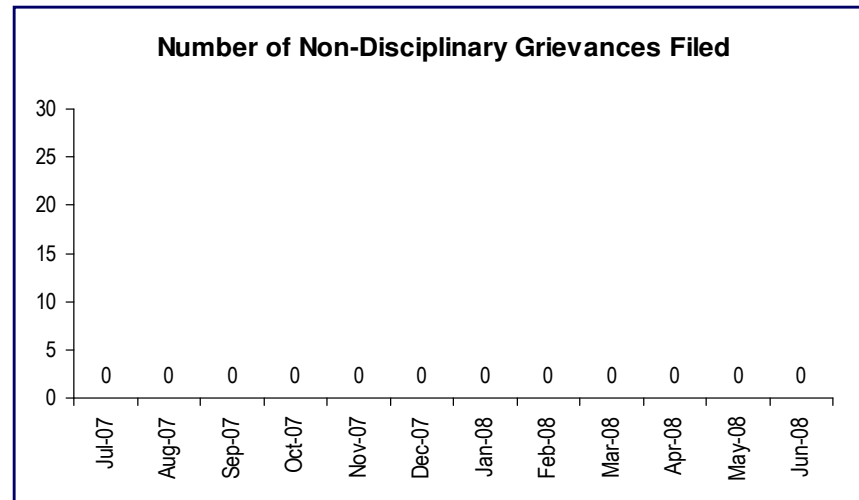
Total Non-Disciplinary Grievances = 0

Analysis:

GA has had no non-disciplinary grievances filed during this reporting period (July 2007 – June 2008).

The following efforts by HR have contributed to the limited number of grievances filed:

1. Training on the Collective Bargaining Agreement is required for all GA managers and supervisors.
2. HR provides on-going assistance to employees, supervisors and managers regarding contract requirements.
3. We will continue efforts at resolving issues at the lowest possible level. HR works closely with employees and supervisors to assist with issues as they arise.

Action Steps:

Continue actions listed above. No other targeted actions are planned at this time.

Data Time Period: 7/10/07 through 6/30/08
Source: Agency Tracked Data

Non-Disciplinary Appeals (mostly non-represented employees)

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Filings for DOP Director's Review

1   Job classification

0   Rule violation

0   Name removal from register

0   Rejection of job application

0   Remedial action

1   Total filings

Filings with Personnel Resources Board

0   Job classification

0   Other exceptions to Director Review

0   Layoff

0   Disability separation

0   Non-disciplinary separation

0   Total filings

Non-Disciplinary appeals only are shown above.

Director's Review Outcomes

Affirmed
100%
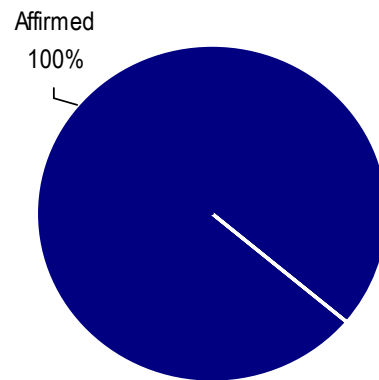
Total outcomes =1

Data Time Period: 7/1/07 through 6/30/08
Source: Department of Personnel

Director's Review Outcomes
Personnel Resources Board Outcomes
No Targeted actions planned at this time.

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Outcomes

Staff know job expectations, how they're doing, & are supported.

Workplace is safe, gives capacity to perform, & fosters productive relations.

Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Employee survey ratings on 'productive workplace' questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition outcomes

Worker Safety

Worker Safety: General Administration, Department of

Analysis:

• Our incident count of claims opened for July 2007 through June 2008 is 45. Of these, 9 were time loss injuries. For a workforce of nearly 700 employees, this translates to 6.4% workforce injury rate per year.

• This past FY, GA had the lowest number of on the job injuries and loss time injuries in many years.

• Majority of claims involve exertion.

Action Plan:

• Heat/exertion awareness is featured at safety committee meetings.

• HR is developing customized safety training to improve safety awareness and compliance to be offered beginning January 09.

• Re-energize safety committee meetings to enhance employee awareness and management's commitment to safety. Emphasis on recognition of good safety behavior.

Annual Claims Rate:

Annual claims rate is the number of accepted claims for every 200,000 hours of payroll

200,000 hours is roughly equivalent to the numbers of yearly payroll hours for 100 FTE
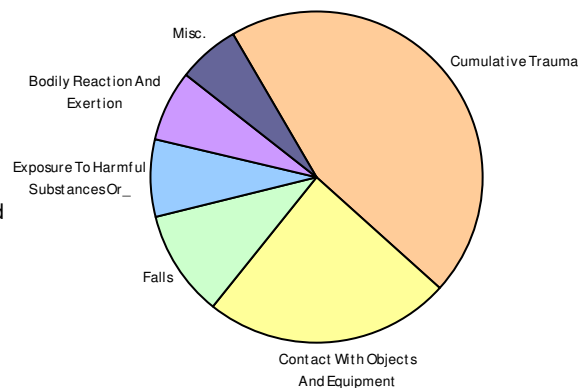
— ● — claims rate

— ■ — compensable claims rate

······· projected claims rate

······· projected compensable claims rate
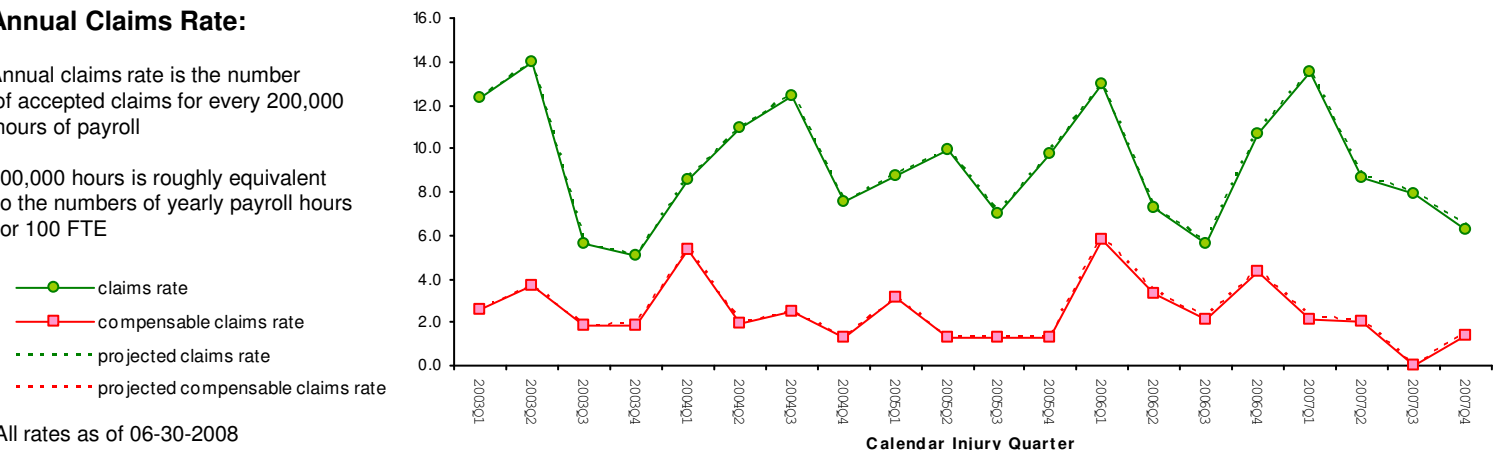
All rates as of 06-30-2008

Accepted Claims by *Occupational Injury and Illness Classification System* (OIICS) Event:

calendar year-quarter 2003Q1 through 2007Q4

(categories under 3%, or not adequately coded, are grouped into 'Misc.')

Cumulative Trauma Claims

Oiics Code	Oiics Description	Count
2	Bodily Reaction And Exertion	122
0	Contact With Objects And Equipment	1
9	Other Events Or Exposures	4

Source: Labor & Industries, Research and Data Services (data as of 06/30/2008)

Develop Workforce

Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

Performance Measures

Percent employees with current individual development plans

Employee survey ratings on "learning & development" questions

Competency gap analysis (TBD)

Individual Development Plans

Percent employees with current individual development plans = 78%*

*Based on 483 of 604 reported employee count
Applies to employees in permanent positions, both WMS & GS
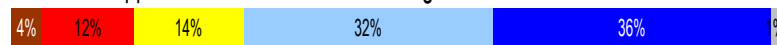
Analysis:
- Individual development plans are typically completed at the time the performance expectations are completed.
- Timely completion of IDP's down from 86% last year, possibly due to GA's utilization of position vacancies for managing budget challenges. This has resulted in increased workload, possibly affecting timely completion of expectations.

Action Steps:
- DOP's "Performance and Development Plan" class is required for all supervisors and managers, and attendance is reported at agency GMAP sessions.
- HR will continue to promote the availability of training and education opportunities.

Employee Survey "Learning & Development" Ratings

Avg

Q5. I have opportunities at work to learn and grow.

| 4% | 12% | 14% | 32% | 36% | % |

3.9

Q8. My supervisor gives me ongoing feedback that helps me improve my performance.

| 3% | 10% | 11% | 31% | 44% | % |

4.0

- ■ Never/Almost Never   ■ Seldom   ■ Occasionally
- ■ Usually   ■ Always/Almost Always   ■ No Response

Overall average score for "Learning & Development" ratings: 3.9

Analysis:
- At 3.9, GA's overall average score on the Learning and Development questions is slightly above the statewide average of 3.7.

Action Steps:
- Human Resources will provide consultation with managers and supervisors for determining appropriate training and development opportunities for employees, to include cross training activities throughout programs and divisions.

- Supervisors will ensure IDP portion of PDP is complete and reflects appropriate activities for current position as well as for career growth.

Data as of 6/30/08
Source: Agency tracked data

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Current Performance Evaluations

> **Percent employees with current performance evaluations = 88%***

*Based on 483 of 604 reported employee count
 Applies to employees in permanent positions, both WMS & GS

Analysis:
- Continuing slow downward trend, down from 94% last year. GA has utilized position vacancies as one step in managing budget challenges. This has resulted in increased workload, possibly affecting timely completion of evaluations.

Action Steps:
- As stated in GA's 2007-2013 Strategic Plan, GA will improve the use of technology and business systems. New automated evaluation tracking and notification system in development, to be piloted early Fall 08, will enable us to identify trends in programs and divisions.

- Continue monthly agency GMAP reporting by program managers, to emphasize the importance of evaluating performance .

- Human Resources will consult with managers and supervisors in preparing and conducting effective evaluations.

- Updated supervisory training conducted quarterly brings performance management components (PDF/PDP/evaluation) back to forefront.

Data as of 6/30/08
Source: Agency tracked data

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.
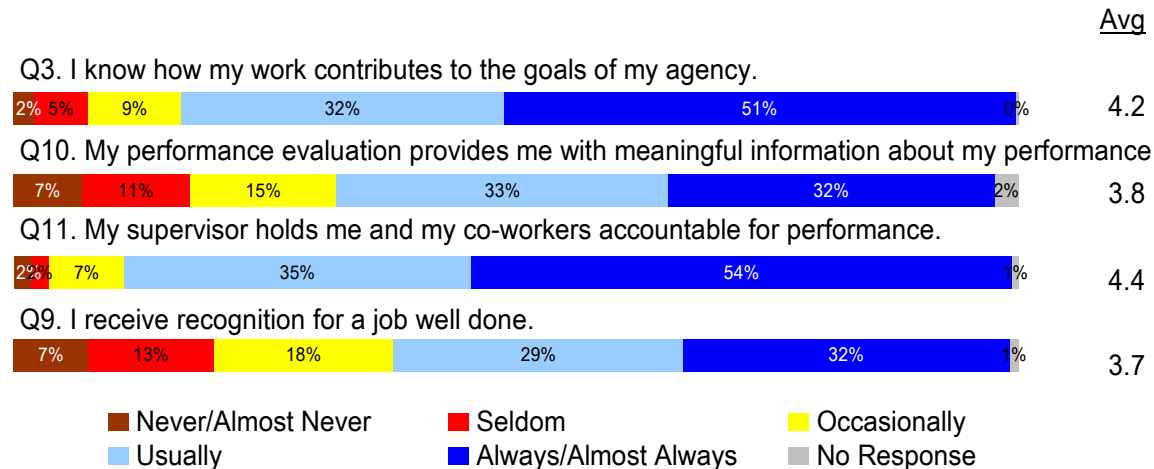
Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Employee Survey "Performance & Accountability" Ratings

Avg

Q3. I know how my work contributes to the goals of my agency.

| 2% | 5% | 9% | 32% | 51% | 0% |

4.2

Q10. My performance evaluation provides me with meaningful information about my performance

| 7% | 11% | 15% | 33% | 32% | 2% |

3.8

Q11. My supervisor holds me and my co-workers accountable for performance.

| 2% | 2% | 7% | 35% | 54% | % |

4.4

Q9. I receive recognition for a job well done.

| 7% | 13% | 18% | 29% | 32% | % |

3.7

■ Never/Almost Never   ■ Seldom   ■ Occasionally
■ Usually   ■ Always/Almost Always   ■ No Response

Overall average score for "Performance & Accountability" ratings: 4.0

Analysis:

- GA employee responses are higher than the statewide average of 3.8, and improved over last year's rating of 3.9.

- Survey results on Q3 and Q11 indicate GA employees know how their work contributes to GA's strategic goals and that they are held accountable for their performance.

- Survey results on Q9 and Q10 reveal opportunities for improvement in providing meaningful evaluation and improved recognition.

Action Steps:

- Programs report completion of performance evaluations, PDP's (expectations), and Individual Development Plans (IDP's) at agency GMAP sessions.

- Agency leadership stresses importance of clarity of expectations set forth in PDP's, and follow through with employees to ensure understanding of connectivity with agency goals.

- Leadership is committed to recognizing performance through "just-in-time" recognition by managers for special work efforts by employees.

Data as of 6/30/08
Source: DOP Employee Survey

Reinforce Performance

Formal Disciplinary Actions

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Disciplinary Action Taken

Action Type	# of Actions
Dismissals	1
Demotions	1
Suspensions	0
Reduction in Pay*	0
Total Disciplinary Actions*	**2**

* Reduction in Pay is not currently available as an action in HRMS/BI.

Issues Leading to Disciplinary Action

- Inappropriate conduct
- Violation of Drug/alcohol policy

Data Time Period: 7/1/07 through 6/30/08
Source: HRMS BI

Analysis:
- The number of formal disciplinary actions remains low.

- The number of pre-disciplinary investigations continues to increase. Thorough investigations lead to better determination of course of action and do not always lead to formal discipline.

Action Steps:
- Human Resources will continue to consult with supervisors to identify performance issues and initiate coaching, counseling, and performance improvement action early.

- GA will continue to foster positive and effective relationships with labor representatives so we can partner to help employees succeed.

- "7 steps of Just Cause" refresher training will be included with the 2009 – 2011 collective bargaining agreement training, which is required training for all managers/supervisors.

- No further actions are planned at this time.

Disciplinary Grievances and Appeals

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.
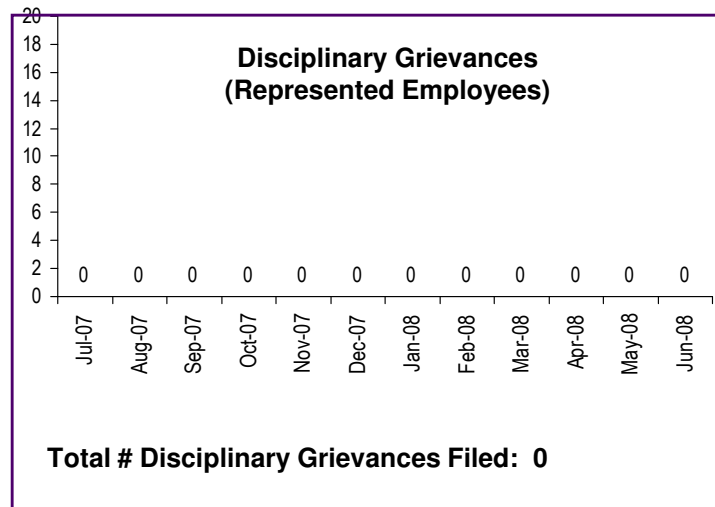
Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Disciplinary Grievances (Represented Employees)

Month	Value
Jul-07	0
Aug-07	0
Sep-07	0
Oct-07	0
Nov-07	0
Dec-07	0
Jan-08	0
Feb-08	0
Mar-08	0
Apr-08	0
May-08	0
Jun-08	0

Total # Disciplinary Grievances Filed: 0

Disciplinary Appeals (Non-Represented Employees filed with Personnel Resources Board)

0 Dismissal

0 Demotion

0 Suspension

0 Reduction in salary

0 Total Disciplinary Appeals Filed with PRB

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Data Time Period: 7/1/07 through 6/30/08
Source: Agency tracked data

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

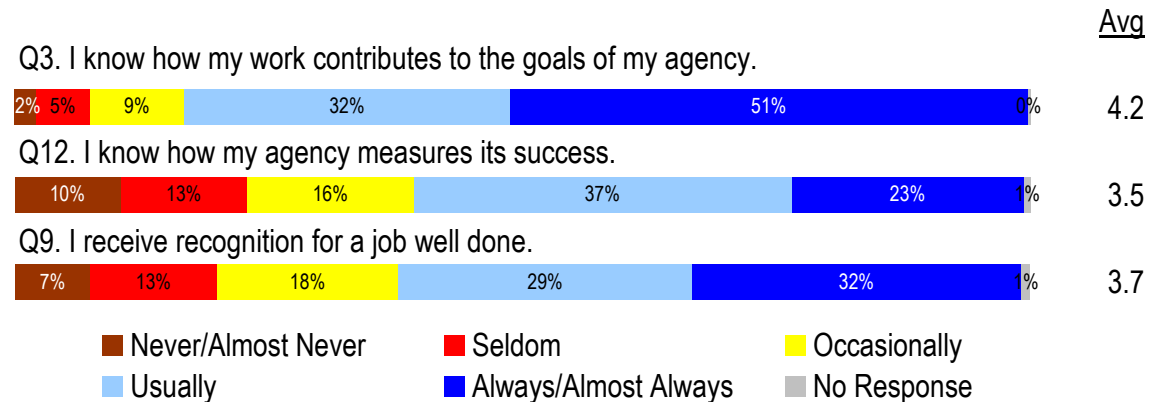**Employee survey ratings on "commitment" questions**

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Employee Survey "Employee Commitment" Ratings

Avg

Q3. I know how my work contributes to the goals of my agency.

| 2% | 5% | 9% | 32% | 51% | 0% |

4.2

Q12. I know how my agency measures its success.

| 10% | 13% | 16% | 37% | 23% | 1% |

3.5

Q9. I receive recognition for a job well done.

| 7% | 13% | 18% | 29% | 32% | 1% |

3.7

- Never/Almost Never
- Seldom
- Occasionally
- Usually
- Always/Almost Always
- No Response

Overall average score for "Employee Commitment" ratings: 3.8

Analysis:
- Survey results indicate that employees in GA generally understand how their specific responsibilities contribute to GA's strategic goals.

- Areas for improvement include employee recognition and increasing employee understanding of how GA measures its success.

Action Steps:
- Leadership is committed to honoring employees at our annual fall recognition event . Supervisors are expected to provide "on-the-spot" performance recognition for special work efforts by employees and to seek feedback on effective recognition strategies. Director Bremer sends personal acknowledgment which clearly ties to a specific agency goal.

- Improve overall outreach to employees by executive staff, managers, and communications office to emphasize the links between our on-going work and achievements to our strategic plan and GMAP performance goals.

Data as of 6/30/08
Source: DOP Employee Survey

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures
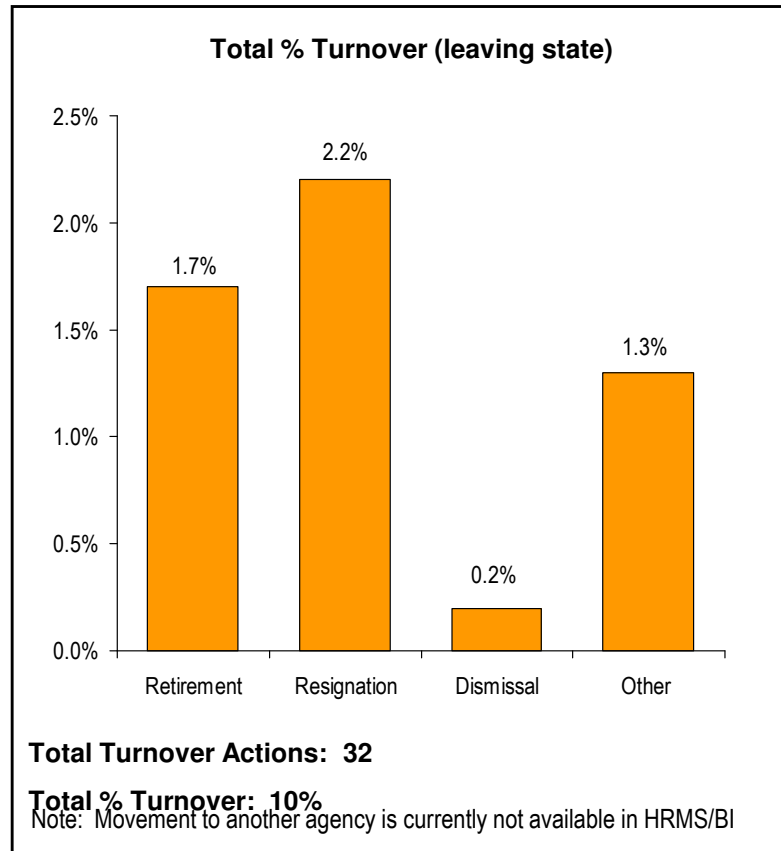
Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Turnover Rates

Total % Turnover (leaving state)

- 2.5%
- 2.0%
- 1.5%
- 1.0%
- 0.5%
- 0.0%

| Retirement | Resignation | Dismissal | Other |
| 1.7% | 2.2% | 0.2% | 1.3% |

Total Turnover Actions: 32

Total % Turnover: 10%
Note: Movement to another agency is currently not available in HRMS/BI

Analysis:

- Turnover measures do not capture inter- agency movement.

Action Steps:

- As stated in GA's 07-13 Strategic Plan, we will focus efforts on succession planning. This involves efforts by the Senior Management Team and agency programs to:
  - identify critical leadership positions;
  - develop succession strategies;
  - develop comprehensive recruitment strategies;
  - recommend strategies for using apprenticeship programs and internships in GA.

- As stated in GA's 2007-2013 Strategic Plan, expand the use of technology to develop a reliable process for tracking/producing turnover data that will result in accurate, useable data.

- HR will lead efforts to improve participation in exit interviews by personally inviting employees to meet with Human Resources staff. This will enable HR to monitor trends and identify challenges.

Data Time Period: 7/1/07 through 6/30/08
Source: HRMS BI

Workforce Diversity Profile

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

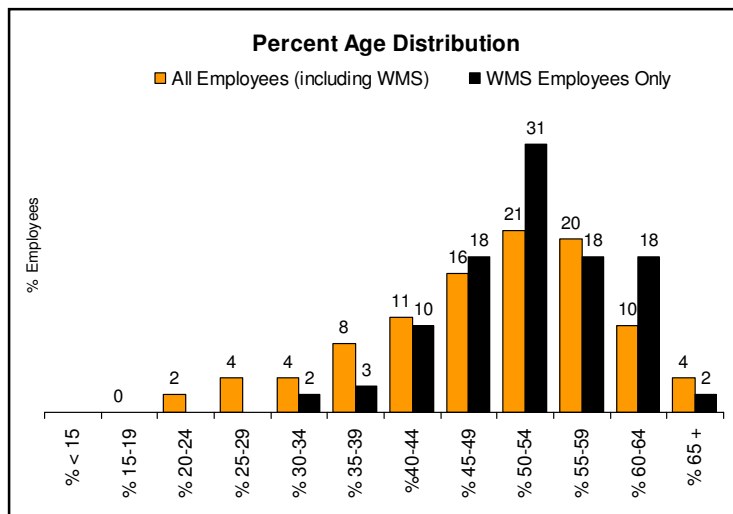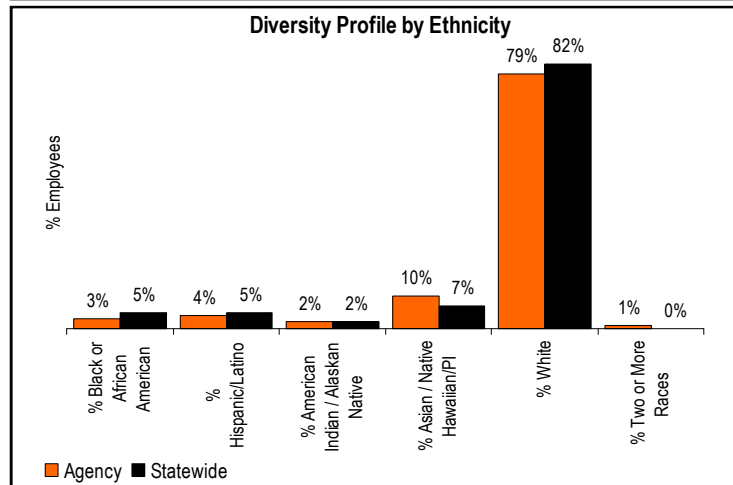Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

	Agency	State
Female	36%	53%
Persons w/Disabilities	6%	4%
Vietnam Era Veterans	8%	6%
Veterans w/Disabilities	2%	2%
People of color	21%	18%
Persons over 40	82%	75%

Diversity Profile by Ethnicity

	% Black or African American	% Hispanic/Latino	% American Indian / Alaskan Native	% Asian / Native Hawaiian/PI	% White	% Two or More Races
Agency	3%	4%	2%	10%	79%	1%
Statewide	5%	5%	2%	7%	82%	0%

Percent Age Distribution

All Employees (including WMS) ■ WMS Employees Only

	% < 15	% 15-19	% 20-24	% 25-29	% 30-34	% 35-39	% 40-44	% 45-49	% 50-54	% 55-59	% 60-64	% 65 +
All Employees		0	2	4	4	8	11	16	21	20	10	4
WMS Employees Only					2	3	10	18	31	18	18	2

Analysis:

- GA continues to reflect a diverse workforce that is above the state in every area except in employment of women.

- Once again, age distribution data reflects the challenge GA will face in the near future. Currently, over 50% of the agency is age 50 or above.

Action Steps:

- As stated in GA's 2007-2013 Strategic Plan, HR will design recruitment practices that utilize a variety of resources to disseminate recruitment information and attract diverse applicants.

- During recruitment process and through Senior Management meetings, communicate status of utilization and progress toward meeting established goals.

Data as of 6/30/08
Source: DOP BI

Workforce Diversity Profile

Employee Survey "Support for a Diverse Workforce" Ratings

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Employee survey ratings on "commitment" questions
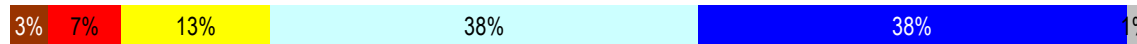
Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

Employee Survey "Diversity" rating

<u>Avg</u>

Q13. My agency consistently demonstrates support for a diverse workforce.

3%	7%	13%	38%	38%	1%

4.0

■ Never/Almost Never   ■ Seldom   ■ Occasionally
■ Usually   ■ Always/Almost Always   ■ No Response

Average rating for "Agency support for a diverse workforce":　　**4.0**

Analysis:

- GA score is slightly above statewide average of 3.83.

- Survey question reveals an opportunity for GA to further demonstrate its dedication to supporting a diverse workforce .

Action Steps:

- Continue to identify areas to reach out to employees for whom English is a second language. An example is the OS1 (cleaning standards) document that GA had translated into several languages.

- Cultural Awareness will be highlighted in HR's "Tip O' the Month."

- Supervisors are instructed to print all intra-agency communications to review with employees for whom English is a second language.

Data as of 6/30/08
Source: DOP Employee Survey